AGILE CHANGE LEADERSHIP WORKSHOP

Version 1.0

CONTENT

INTRODUCTION

This document is prepared for licensed Management 3.0 facilitators, as well as prospects and attendees of the Management 3.0 Agile Change Leadership Workshop.

The document outlines the expected outcomes of a standard Management 3.0 Agile Change Leadership Workshop. As an organization, Management 3.0 aims for all attendees, all over the world, to experience the same learning outcomes, modules, and practices regardless of which licensed Facilitator conducts the workshop. However, licensed Facilitators are allowed to customize the learning experience within the guidelines described in this document.

For more information on the Management 3.0 Agile Change Leadership Workshop, please visit *www.management30.com/agile-change*

– The Management 3.0 Team

SUMMARY

Duration	8 hours
Prerequisite	This workshop is intended as a follow-up after the Management 3.0 Foundation Workshop or the discontinued Management 3.0 Fundamentals Workshop.
Maximum attendees	20
Delivery	In-person or live online
Certificate for attending all sessions	
Modules covered	Change Management Advanced Success and Failure Metrics and OKRs
Practices introduced	Experiment Hypothesis Connection Circles Celebration Grids Yay! Questions OKRs

The Management 3.0 Agile Change Leadership Workshop is one out of four official follow-up workshops. The aim of these workshops is to gain new perspectives and tools to broaden your impact in your organization, to support the Agile transformation as a leader and change agent. For a holistic learning experience also attend these workshops: Agile Team Leadership, Agile Co-Creation Leadership, Agile People Leadership.

LEARNING OUTCOMES

Lead your organization and your team through change with tangible tools, practices, and the best strategies.

In a world of constant change and technological innovation, where volatility and response time become a survival factor in organizations, companies are looking for new ways to respond to these changes, including new practices and models. The Agile Change Leadership Workshop introduces the Management 3.0 Change Model in depth, examines the components and gives guidance on how to use them for your daily business to drive transformation. Furthermore you will look into what it means for organizations to experiment, how the introduction of OKRs can help you, and how to introduce them in the most effective ways.

Modules covered in this workshop are:

- Change Management Advanced
- Success and Failure
- Metrics and OKRs

At the end of this workshop and your active participation in all sessions, you will be able to:

- Know how to start your own experiments in a safe-to-fail environment
- Have ideas on how to adapt your change project
- Understand how to engage in Complex Adaptive Systems
- Know how to facilitate OKR plannings
- Judge good and not-so-good OKRs and metrics

CHANGE MANAGEMENT ADVANCED

What will you learn?

- The most common reasons projects fail and how to prevent this
- How the PDCA model can be used to change the system
- How the ADKAR® model can be used to support the people
- How the Adoption Curve identified different groups of people during a change project
- How to use the Five I's to change the environment in a change project
- The importance of running experiments to learn and adapt your change project

- Using the hypothesis template to define experiments
- The impact of change on people using the Satir Change Model
- Activities you can do to support people during a change
- Using the Connection Circle to analyze a Complex Adaptive System (CAS)
- Understanding how different elements in CAS influence each other

What will we discuss?

- What are the most common reasons change projects fail?
- Change be done top-down or bottom-up. How can you find the right balance in a change project?
- Who or what needs to make the biggest change to support most change projects?

Which practices will you experience or learn about?

Experiment Hypothesis
A simple framework to help you create your next experiments.

Connection Circles
Visualizing relationships in a Complex Adaptive System, allowing us to understand complexity by seeing causes and effects in the system.

SUCCESS AND FAILURE

What will you learn?

- The Celebration Grid, how to relate behavior with outcome and how to use the grid in retrospectives and workshops.
- Good practices, mistakes and experiments can all result in failure or success.
- When do people learn? Do people learn from failure or success?
- Which organization structures work best for running experiments and learning.
- Which organization structures work best for repeating good practices and exploiting success.

- A healthy balance between different organizational structures to support learning and using good practices.
- The importance of, and how to create, a safe-to-fail environment.
- The importance of running experiments, and how running experiments are connected with learning.
- The Yay! Questions and how to apply them.

What will we discuss?

- What should be the focus: celebrate success or celebrate failure?
- How do you create a safe-to-fail environment?
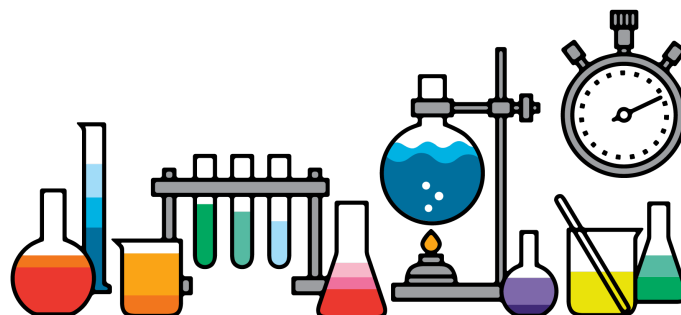- How can you encourage teams and co-workers to run more experiments?

Which practices will you experience or learn about?

Celebration Grids
Whether we succeed or fail, what's important is to learn from our experiments and celebrate learning

Yay! Questions
What did we do well and what did we learn? Emphasizing learning over right versus wrong

METRICS & OKRS

What will you learn?

- The good and bad of having metrics in an organization.
- The twelve rules for good metrics.
- The difference between vanity and actionable metrics.
- How metrics related to "fitness landscapes" thinking and complex systems.
- How measuring a system will influence a system.
- What are Objectives & Key Results (OKRs) and how to use them.
- How a culture and strong values can minimize the need for metrics.
- The difference between leading and lagging indicators

What will we discuss?

- Why do we have metrics, is this good or bad? And why?
- Who is, or should be, responsible for coming up, and maintaining metrics?
- What are the key metrics in your organization that you would recommend to everyone, and which metrics should be avoided?

Which practices will you experience or learn about?

OKRs

OKRs are a simple way to create structure for companies, teams, and individuals. OKRs help you to create learning organizations, and get teams and people out of their comfort zone.